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ABSTRACT

Based on discussions by community college leaders at the Consortium for Community College Development's 1997 Think Tank, this monograph presents a strategy for initiating and institutionalizing change on community college campuses. The first part discusses traditional approaches to change, including such operational changes as mission elaboration or continuous quality improvement, and presents a new paradigm for organizational transformation. This section indicates that the paradigm seeks to interweave three forms of change: traditional operational change; framebreaking change, or events that completely rethink structures and processes; and stretch strategies that bridge traditional and framebreaking approaches and help reduce resistance to change. The second part focuses on the importance of stretch strategies as they relate to four needs currently facing community colleges: to become learner-based/learning institutions; to rethink existing structures, systems, and culture to adapt to the current educational environment; to redefine academic and administrative roles; and to form new relationships with communities. For each issue, specific stretch strategies that emerged from Think Tank discussions are presented. The final section presents a strategy for interweaving the three forms of change, basing the discussion on a hypothetical college's response to the issue of welfare reform and the challenges it presents with respect to integrating new learners, providing remediation, and obtaining sufficient resources. A list of Think Tank participants is attached. (BCY)

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